

APPENDIX A

1. The mechanism for creating these additional positions (grade range from GS-08 through GS-10) would be to identify those GS-14's expected to be promoted and so slot them at the higher grade. With the vacancies created in the 14 grade, a similar operation could then be accomplished in the GS-13 ranks. At this juncture, three of the vacant 13 positions could be downgraded to four GS-10 level positions.* If these positions were then filled by those persons identified for the associate project officer program, the only remaining problem would be the grade (lowest grade allowed in a GS-10 slot is a GS-08) and a person to fill the position the candidates have just vacated. Since it would be mandatory to have a trial period for the candidate associate project officers, some temporary relief from upper management would have to be secured insofar as the grade problem is concerned. However, with emphasis on mobility, this should not be an insurmountable problem. Filling the vacant secretarial positions represents the additional personnel being proposed and the number required is dependent upon which of the options described below is selected.

2. The various options are listed below in tabular form. Implicit in implementing this plan is that all candidates come

*Although there are several variations in the slots that could be converted, the options are limited to a rather narrow range because of other limitations. For instance GS-14's and above are controlled by different criteria than GS-13's and below. With only two GS-11's and two GS-12's on our T.O., we have little choice but to seek conversion grade points from among the GS-13 slots. Three GS-13's provide 39 grade points, four GS-10's consume 40 grade points.

from the senior secretarial staff (GS-07) and possibly GS-06 in the case of highly qualified personnel, and that the individuals are desirous of participating in the program. The latter point is significant since after the trial period, the candidate may decide not to continue or might prove to not be suited for the work. At this junction, the position that had been vacated may well have been filled. The results listed below by option reflect only the short term or immediate effect on ORD's TO structure. The base for these calculations is the April 1975 personnel printout. In addition, all salary computations are based on step 5 of the grade in question.

OPTION I.

- Upgrade four senior secretaries to GS-08.
- Replace each with a GS-06 (step 5).
- Cost = \$47.6K/year additional salary.
- Change in grade point average - minus
0.2016 out of 11.6854.
- Change in people on board - plus four.

OPTION II.

- Upgrade four senior secretaries to GS-08.
- Replace only those that form a two-person
secretarial team (GS-06, step 5).
- Cost = \$26.2K/year additional salary.
- Change in grade point average - minus 0.0811
out of 11.6854.

OPTION III.

- Upgrade four senior secretaries to GS-08.
- Readjust office secretarial staff,
limiting each functioning unit to
two positions. One additional GS-06
(step 5) required.
- Cost = \$15.5K/year additional salary.
- Change in grade point average - minus 0.018
out of 11.6854.
- Change in people on board - plus one.

Based on the assumption that all four candidates advance to the GS-10 level, the long-term effect on salaries is a cost of \$48K/year versus the average salary for three GS-13's or \$74.1K/year. The change in grade-point ratio is negligible.

3. The job description for these positions would represent an evolutionary growth pattern starting from GS-08 and evolving to GS-10. As an example, a sample of the tasks that might be representative of such individuals is shown below by grade.

GS-08 -

- Assume responsibility for the administrative aspects of multiple contracts. This would include monitoring financial and reporting milestones.

- Participate in documentation preparation for various in-house reports and analyses. This would include both technical and program efforts. The skill of taking technical notes would necessarily have to be rapidly developed.

- Perform editorial functions on technical and non-technical documents and papers.

- Assist in the preparation of graphic aids.

GS-09 -

Talents similar to the GS-08 level with the ability to assume these additional tasks as a minimum.

- Prepare draft reports based on facts gleaned from literature searches.

- Prepare project summaries and status reviews.

- Assist in technical surveys and in preparation of technical papers which will include tabular, graphical, and symbolic data.

- Prepare and submit internal reports on financial and administrative contract actions.

GS-10 -

At this level, the associate project officer is expected to be capable of performing all of the tasks assigned to the GS-08 and 09 positions. In addition, the following shall be assigned and receive the major focus.

- Perform basic arithmetic calculations, using calculators, outlined by project officers.
- Reduce tabulated data to graphical form for analyses.
- Review technical literature and conference proceedings identifying relevant articles for the senior staff.
- Attend technical meetings with the senior staff for the purpose of recording important details.
- Assume responsibility for monitoring entire divisional programs from the financial and administrative viewpoint.
- Prepare short non-substantive technical overviews of division-wide programs.

Candidates for this program should have the potential for advancing through the entire grade range. Further, it should

be a condition of participation in the program that such potential be clearly evident prior to any initial promotion action. The tasks outlined above are representative and some amount of flexibility must be allowed to accommodate the variation in division activities. However, the concept of increasing responsibilities and task complexity must be adhered to if the program is to retain its meaning, i.e., performance, merit, and desire are mandatory for advancement.